

Kapil Gupta

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Technical Program Manager | Enterprise Platforms | Finance & Risk-Aware Delivery | AI & Cloud Modernization

Professional Summary

Strategic technology and program leader with 18+ years of global experience leading enterprise-scale digital transformation, platform modernization, and cloud-native delivery across BFSI, Capital Markets, FinTech, Healthcare, and Energy domains.

I specialize in owning complex technology programs where delivery decisions have financial, regulatory, and operational consequences — bringing structure, governance, and risk-aware execution to large, multi-stakeholder environments.

I have successfully delivered and governed mission-critical platforms for global organizations including NatWest, Citibank, Shell N.V., and US-based health technology firms, contributing to measurable business outcomes including improved customer experience and significant revenue growth.

My strengths lie in leading large, cross-functional delivery programs and driving outcome-focused execution in complex enterprise and regulated environments. I also bring deep experience modernizing legacy platforms through API-led architectures, secure cloud platforms, and enterprise automation, with a strong emphasis on predictability, compliance, and long-term sustainability.

With a formal background in Computer Science and Finance & Financial Technology, I bring a balanced perspective that bridges engineering execution with financial discipline, risk management, and business priorities — enabling technology to serve strategy, not just delivery.

Key Achievements

Technical Program & Delivery Leadership

- Owned end-to-end delivery of a mission-critical health-tech enterprise platform for a US health-care client (Encora), coordinating cross-functional engineering, product, and operations teams, contributing to 2X revenue growth.
 - Established program governance, delivery KPIs, and Agile-aligned execution frameworks (Scrum & Kanban), resulting in a 150% improvement in team throughput and operational efficiency across multiple scrum teams at Encora.
 - Led project discovery and technical assessment for a US health-tech business divestment program in collaboration with Grant Thornton, supporting a multi-million-dollar SOW win through structured program planning and risk assessment.
 - Optimized the UK-India delivery model and release governance for NatWest, streamlining dependency management and release cadence to achieve 2X faster production deployments.
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Digital Transformation & Platform Modernization

- Owned delivery of a multi-LOB digital automation program, coordinating architecture, engineering, and cloud teams to modernize document-processing workflows at scale, supporting thousands of transactions per day.
 - Led transformation of manual, document-intensive processes into automated, event-driven platforms, achieving a 50% reduction in processing time, lower operational overhead, and measurable cost savings.
 - Program-led automation of critical COVID-19 insurance workflows in the US, coordinating internal teams and third-party vendors to deliver a HIPAA-compliant cloud solution, reducing claims processing time by 50%.
 - Drove enterprise modernization initiatives at CGI by shaping program roadmaps and delivery strategy for cloud-native solutions on Microsoft Azure, contributing to business wins and long-term cost optimization.
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Innovation, Cross-Functional Leadership & Client Impact

- Led enterprise innovation initiatives at CGI by facilitating structured, cross-functional collaboration across engineering, product, and business teams, translating ideas into executable prototypes and scalable delivery roadmaps aligned with enterprise priorities.
 - Drove coordination across multiple teams to prototype and operationalize enterprise platforms, strengthening organizational capability in cloud-based reporting, decision support, and workflow automation.
 - Earned the CGI APEX Delivery Excellence Award for leading delivery and change execution of Shell's B2B Fuel Card operations platform, coordinating complex requirements across 36+ countries and supporting 600K+ customers within a highly regulated environment.
 - Recognized by NatWest (RBS) leadership for delivery of business-critical technology programs in Capital Markets, supporting Credit Risk, FX & CTRM platforms optimizing operational efficiency, risk management & regulatory compliance.
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Skills & Professional Certifications

Program & Delivery Leadership

- Technical Program Management, Enterprise Delivery Governance, Risk Management, Cross-Functional Leadership
- PMP® Certified | SAFe® 4.5 Certified | Agile Delivery (Scrum, Kanban)

Cloud, Platforms & Applied AI

- AWS Certified Cloud Practitioner | Microsoft Azure (Azure Solutions Architect) | Google Cloud & Gemini API (working knowledge) | Microsoft Certified: Azure AI Fundamentals

Technical Foundations

- Software engineering fundamentals, API-led integration, platform modernization
- Effective engagement on architecture trade-offs, delivery risks, and technical decision-making

Experience

Fidelity Information Services (FIS Global), India

Sep 2025 – Present

- Led cross-functional delivery for Atlas, an enterprise platform automating complex capital markets workflows across multiple lines of business on Microsoft Azure cloud.
- Drove program planning, roadmap execution, risk management across architecture, engineering, data, and cloud teams.
- Built and scaled a cross-functional delivery team of 20+ engineers and technical leaders, establishing execution structure and delivery governance.
- Partnered with senior stakeholders to manage delivery risks, track milestones and facilitated technical decision forums and design reviews, balancing performance, scalability, cost, and delivery risk without hands-on coding ownership.

Self-Employed, Independent Consultant & Advisor

Feb 2025 – Aug 2025

- Led an independent [consulting and AI initiative](#) focused on applied AI solutions for financial and insurance decision support, advising on solution scope, delivery approach, and feasibility.
- Partnered with Insurance companies for design and execution of an AI-powered financial analysis prototype.
- Evaluated AI use cases, delivery risks, and scalability considerations for financial workflows.

Strategic Education Career Break, Henley Business School, UK

Jul 2023 – Jan 2025

- Undertook advanced study in Finance and Financial Technology, strengthening expertise in enterprise finance, risk, regulation, and emerging technologies-driven decision-making.
- Delivered consulting-style projects focused on digital banking strategy, designing a go-to-market and operating model for a mobile-first bank serving senior citizens in a regulated environment.
- Led and coordinated small cross-functional teams on applied analytics and financial forecasting initiatives.
- Developed a deeper understanding of AI and data-driven decision support, AI accuracy metrics, business sustainability metrics, and financial system analysis relevant to enterprise technology programs.
- Concurrently mentored international students through Randstad, supporting structured learning outcomes.

Encora (Indecomm Global, A Warburg Pincus Co.), Bangalore, India

Jan 2020 – May 2023

Director Engineering & Program Management, Technology (Technical Delivery - Offshore)

- Directed large, multi-team technology program supporting 6,500+ US healthcare clinics, coordinating delivery across engineering, product, data, QA, infrastructure, and compliance teams.
- Partnered with executive stakeholders to define and execute program roadmaps, manage dependencies, mitigate delivery risks, and govern releases in HIPAA-regulated environments.
- Established program governance including RAID management, critical-path planning, delivery metrics, and executive reporting, improving predictability and decision transparency.
- Led scoping, estimation, budgeting, and SOW development for complex healthcare and insurance programs, supporting successful multi-million-dollar T&M engagements.
- Oversaw delivery of cloud-native and data-driven initiatives (AWS-based platforms, automation, analytics, and ML-enabled workflows) by guiding architecture reviews and delivery sequencing without hands-on coding ownership.

CGI Inc. (formerly Logica plc.), Bangalore, India

Dec 2016 – Jan 2020

Manager Consulting, Technology (Solutions Architect & Delivery)

- Led global delivery for Shell NV's B2B operations platforms across 36 countries, coordinating cross-functional teams, vendors, and European stakeholders to support 330M+ transactions with 90%+ customer satisfaction.
- Drove program execution and governance for large-scale enterprise initiatives, managing scope, dependencies, operational priorities and delivery risks in complex, multi-country environments.
- Contributed to multi-million-dollar European client bids, shaping delivery approach, governance model, and high-level solution strategy for large transformation programs.
- Partnered with client leadership to translate business requirements into structured delivery roadmaps, supporting predictable execution and long-term platform sustainability.

Microsoft (USA); NaviSite (India); Publicis Sapient (Germany, USA, India); Capita (India)

Feb 2005 – Sep 2016

Senior Consultant, Technology

- Led and supported modernization of large-scale financial platforms, improving performance, security, and operational resilience for enterprise platforms for UK clients.
- Contributed to delivery of investment banking and trading platforms (credit risk, collateral automation, FX systems), supporting high-throughput, latency-sensitive environments.
- Acted as onsite delivery coordinator / SPOC for global clients in New York, USA (Citibank CCA) and Munich, Germany (FinanceScout24), ensuring alignment between business stakeholders and offshore engineering teams.
- Built early experience working within large technology organizations (Microsoft and partners), strengthening delivery discipline (executing Build Verification Tests), QA (wrote test cases for MS Outlook 2007 CRM add-in).
- Wrote Perl Scripts for automation. Explored VMware & virtualization technologies at Solidcore Systems, USA.

Education

MSc Finance & Financial Technologies (Distinction), Henley Business School, UK

Jul 2023 – Dec 2024

MS Computer Science (GPA 3.3), Syracuse University, NY, USA

Jul 2003 – Jan 2006